

José A. Labarra

Project Executive
Isolux Infrastructure
Netherlands, B.V.

Education

B.S., Civil Engineering,
Universidad Politécnica de
Madrid, Spain,

Years of experience: 15

Years with Isolux: 4

References:**SH130:****Phil Wilson**

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José A. Labarra is currently the managing director for the roads and highways department of Isolux Infrastructure. His role as Project Executive would be to oversee and advise the Team Project Manager, José R. Ballesteros. Although he will not be full time dedicated to the Project, his skilled experience in North America as CEO for the SH 130 project in Texas and COO in the 407 ETR in Canadá will be one of the key aspects for Isolux success.

Jose has over 13 years of experience implementing and executing infrastructure concession projects around the world. Expert in DBFOM highway implementations and operations under project finance structures, Mr. Labarra has significant experience running successful projects and in all aspects of highway concessions, including construction, toll system and information technology, right of way acquisition, maintenance and operations, legal and finance and administration.

Mr. Labarra joined Isolux from Cintra where he was CEO for the SH130 Concession Company, LLC (first Greenfield (new terrain highway) project in the USA). Previously, Mr. Labarra implemented projects in Portugal (SCUT do Norte Litoral) and Canada (407ETR). At early stages of his career, Mr. Labarra also worked as project manager for various international tenders (Chile, Colombia, Spain, Dominican Republic and Canada).

SH 130 concession project, Texas, USA. This 1.3 billion project was the first Greenfield concession project in the USA. It included the extension of SH 130 from US 183 in Creedmoor south to I-10 in Seguin. José was its CEO during a big part of its establishment and construction. The project included a \$430 million TIFIA loan and José was the responsible for all the negotiations with the FHWA and the TIFIA program.

Jose R. Ballesteros

Project Manager
Isolux Infrastructure
Netherlands, B.V.

Education

Ph.D. Civil Engineering-Transport,
Universidad Politécnica de
Madrid, Spain
Bachelor of Business
Management, National
University of Distance Learning
(UNED)

Registrations/licenses

Professional Engineer:
Spain 18120

Years of experience: 11

Years with current firm: 6

References:

A-4 Expressway

Carmen Sánchez Sanz

Ministry of Public Works (Spain)
Paseo de la Castellana, 67.
Nuevos Ministerios. Madrid
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csnavarrofomento.com

Albali

Alfonso Ochoa

Operation Director
Administrador de
Infraestructuras Ferroviarias
(ADIF)
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US 36

Mike Cheroutes

HPTE Director
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José R. Ballesteros is director for Isolux with 11 years of experience in the procurement process and operation of many high profile and complex highways projects. As project manager, he was in charge of the Isolux team awarded the DBFOM concession project “A-4 Expressway” in 2007. The project included the reconstruction of the existing “A-4 Expressway” and its operation and maintenance services for 19 years. Once the project was awarded, Mr. Ballesteros created the SPV called “Sociedad Concesionaria Autovía A-4 Madrid, S.A”. As its chief executive officer he has been responsible for the overall management of the concession project, including construction works, operations, life cycle maintenance, routine maintenance and snow and ice services for the last 6 years. In 2011, he was appointed as the director of Isolux Corsán Concesiones de Infraestructuras in Spain, leading ten concession procurement processes. Before Isolux, he worked for Acciona’s Concessions and AEPO S.A, as head of civil engineering projects. Mr. Ballesteros’ project experience includes:

Sociedad Concesionaria Autovía A-4 Madrid S.A., Ministry of Public Works (Spain Department Of Transportation). Mr.

Ballesteros served as chief executive officer for the A-4 company since 2007. With an AADT of more than 80,000 vehicles, the A-4 Highway is the main transportation link between Madrid and the south of Spain. The project included the reconstruction of 42 miles of the existing expressway. Mr. Ballesteros’ responsibilities included the setting up of the new concessionaire company (staffing, creation of the company and associated administrative tasks); the development of different contracts (SPV statutes, shareholder agreements, construction contracts and financing agreements); the management of the due diligence process; supervision of design and construction; optimization of the organizational structure required to carry out O&M services (including manpower, materials and machinery); and development of different plans and reports related to maintenance, operations, finances, and construction progress.

Albali S.A. (Availability payment project), Spain. Mr. Ballesteros is member of the Board of Directors of Albali, S.A., the concession company created to develop an availability payment PPP High Speed Train contract awarded to the consortium formed by Isolux, Alstom, Comsa-Emte, CAF, ICO and CDC-Caisse des Depots. This project has been financed with an EIB (European Investment Bank) loan, quite similar to a TIFIA loan.

US 36 Managed Lanes Phase 2 concession Project, Colorado, USA.

Mr. Ballesteros was the Isolux project manager who led the preparation of the response to the RFP submitted to the High Performance Transportation Enterprise (HPTE) in March 1st, 2013. The project included the DBFOM for several miles of managed lanes and involved PABs and TIFIA.

Carlos Ursua

Technical Deputy
Project Manager

Isolux Infrastructure
Netherlands, B.V.

Education

B.S., Civil Engineering,
Universidad de Cantabria, Spain,

Registrations/licenses

Professional Engineer:
Spain 15024

Years of experience: 10

Years with Isolux: 4

References:

AP41:

José Manuel Barrena,
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NH-6 and NH-8

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Vatika Business Park, Block 2,
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Carlos Ursua is an Isolux highly experienced civil engineer whose role will be Technical Deputy Project Manager. During the construction, he will be responsible for monitoring the D&B Team's performance of the project execution to ensure compliance with all of the requirements agreed under the PPA. Once the road opens to traffic he will led the Concession Company O&M department. Carlos has 10 years of experience developing this work in many high profile and complex highway projects. During the two years, he was responsible for the establishment of the Monterrey-Salttillo Highway and the Saltillo Northwest Bypass project. He has also served as chief operating officer in the AP-41 Madrid-Toledo concession. In 2008, before joining Isolux, he was technical director of EuroScutNorte, a Portuguese highway operator. Currently Carlos is in charge of monitoring the D&B Team's performance in two highways in India, NH-6 and NH-8. Mr. Ursua's project experience includes:

AP-41 Madrid-Toledo Concession, Spain. The AP-41 Madrid-Toledo Concession Company is operating this project for the Ministry of Public Works (Spain), awarded under a DBFOM concession model in 2004. Mr. Ursua served as chief operating officer in 2010 and 2011. With an operating budget of about \$3.5 million, the 47-mile highway totals more than 1 million transactions in 2011. Mr. Ursua led a team responsible for all the activities related with operations and maintenance.

Monterrey-Salttillo Toll Highway and Saltillo Northwest Bypass, (CAMS) Mexico. The Monterrey-Salttillo Concession Company is operating this project for the Secretaría de Comunicaciones y Transportes (Mexican Department of Transportation) awarded under a DBFOM concession model in 2006. Serving as chief executive officer, from 2008-2010, Mr. Ursua held the ultimate responsibility for the \$286 million transportation project.

NH-6 and NH-8, India. Carlos is in charge of monitoring the D&B Team's performance in these highways. Both projects consist of the upgrade of an existing road by adding two new lanes per direction. NH-6 construction cost is above \$338 million and NH-8 almost \$185 million.

Miguel Garrido

Financial Deputy

Project Manager

Isolux Infrastructure
Netherlands, B.V.

Education

B.S., Economics, Universidad
Complutense de Madrid, Spain
M.B.A., Instituto de Empresa de
Madrid,

Years of experience: 19

Years with Isolux: 4

References:

WETT:

Pablo de la Sierra

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Via Bahia

Marta Berzosa

Isolux Brazil director of roads and
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Miguel Garrido has been working in the industry since 1993. For seven years he was Manager in the audit division of Arthur Andersen, auditing financial documents of several companies, developing business plans and preparing analytical and cost accounting reports. In 2000 he started his project finance career as senior manager in Caja Madrid (one of the most important banks in Spain). In 2007, he joined The Royal Bank of Scotland, where he worked for three years as senior manager. In 2010 he joined Grupo Isolux Corsán, as director of the financial department, where he led the project finance team until 2012. In 2012, with the creation of Isolux Infrastructure, Miguel was appointed as its financial director. Beyond his extensive experience in the project finance industry he has participated in some of the most important P3 projects all around the world. A summary list includes:

WETT (Wind Energy Transmission Texas Project, TX. Project Finance for the \$910 million energy transmission lines concession project in Texas, awarded North American Transmission Deal of the Year 2011 by Project Finance. 2011

TP Ferro Project, Spain-France. Finance for the construction and development of the high speed rail line. Amount: \$730 million. Awarded Transport Deal of the Year 2005 by Project Finance (Thomson). 2004

Autopista Eje Aeropuerto. Project Finance for the construction and development of a toll road to Madrid airport (Barajas T4). Amount: \$375 million. 2003

NH1 (India), NH8 (India), Viabahia (Brasil) and others projects where GICC has participated. As head of Isolux financial department, Miguel Garrido is involved in all project finances, defining the financial structure, negotiating with banks and leading the financial close.

CAMS bonds issuance. Miguel led a \$317.5 million bonds issuance for refinancing an initial project finance loan related to Monterrey Saltillo Highway concession. This issuance was closed on March 2013.

His broad experience and the advantage of having worked on both sides of the P3 industry, as both the banker and developer, make him the perfect individual for managing and controlling the I-69 Section 5 Project.

Vicente Ferrio Diaz

Construction Manager

**Corsán Corviam
Construcción, S.A.**

Education

B.S., Civil Engineering,
Universidad de Granada, Spain

Registrations/licenses

Professional Engineer:
Spain 17138

Years of experience: 14

Years with current firm: 12

Honorable Distinctions

New Mexico State Medal of
Merit Award for work developed
for New Mexico Army National
Guard Environmental Services
Branch

References:

CAMS

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Vicente is a Construction Manager for Corsán Corviam Construcción, S.A. (Corsán) with experience managing many high profile and complex highways projects, who is working as Corsán Office Director in Mexico since August 2010. He has been responsible for the construction team coordination and the project management in three of the largest Toll Highway Projects executed by Corsán in the last ten years. He has held all the different positions in Corsán projects, beginning in 2000 as site manager in several minor roadway projects in Portugal and advancing rapidly in his career till taking the lead of contractor teams in projects of hundreds of million.

In the present project he will be responsible for managing all the aspects related to construction as well as leading the construction team in order to meet the performance objectives. He will ensure that the construction criteria, timing and cost will be met in accordance with the concession agreement, the IFA/INDOT standards and any other applicable standards. He has proven capabilities to manage this kind of projects as demonstrated in similar recent projects that are described below, highlighting its broad experience working in construction projects for concession companies.

Relevant experience:

Viabahia project, Brazil. Corsán is constructing this project under a DB basis for a concession company. Project Construction Manager in 2009 and 2010 in charge of the construction team coordination and everything related to the design and construction process management. With a construction value of more than \$1.59 billion along 25 years of works, this project consists of introducing different improvements in a total of 423 miles of toll highway, and the enlargement of several highway segments along the entire concession project.

Similar to the I-69 section 5 project, ViaBahia includes the upgrade and widening of an existing road. Other interventions include pavement, structures and drainage restoration. This project is divided in several phases and is still ongoing.

Monterrey-Salttillo Toll Highway and Saltillo Northwest Bypass, Mexico. Corsán was in charge of designing and building this project for a concession company owned by GIC. Project Construction Manager from 2006 to 2009. With a construction

value of \$286 million this project consisted of the 60 miles of Greenfield toll road carried out in two phases: the Saltillo-Monterrey Toll Highway of 31 miles long (4 lanes) and the Saltillo Northwest Bypass Road of 28 miles long (2 lanes).

AP- 41 Madrid-Toledo, Spain. Corsán constructed this project under a DB basis. Structures Manager in 2005 and 2006, in charge of structures design and construction supervision. This design and build project, with a construction value of \$520 million, comprised the execution of this arterial toll highway crossing both urban and no urban lands, with 8 toll plazas, 15 interchanges and a total length of 47 miles.

Michael Riggs, PE

Lead Engineer

AZTEC Engineering**Education**

M.B.A., Technology
Management, University of
Phoenix, 2002

B.S., Civil Engineering, University
of Washington, 1985

Registrations/licenses

Professional Engineer:

Arizona 27949

Florida 69562

Nevada 16259

Texas 102920

Washington 26580

New York 88250

Colorado 45532

Years of experience: 35**Years with current firm:** 5**References****David Krutsinger, AICP**

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Sarrah Busby, P.Eng.

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Mr. Riggs has over 35 years of experience in project management and transportation engineering. His expertise includes planning and design of a wide variety of public works projects, ranging from local streets to urban arterials. With his varied background, Mr. Riggs has an excellent understanding of all facets of engineering projects, from planning and environmental studies, to preliminary design, including corridor studies and design concept reports, to final design, post design and construction services. Mr. Riggs has superior ability to see the big picture on projects, while paying attention to the details. The combination of his engineering experience and his ability to communicate and present information on project aspects is highly valuable on any type of project, regardless of scope or scale.

Relevant experience:**South Fraser Way Perimeter Road, Vancouver, BC (Fraser****Transportation Group/BC Ministry of Transportation):**

Design coordinator for preparation of technical proposal for the \$550 million South Fraser Perimeter Road Public Private Partnership project in Delta and Surrey, British Columbia. This 40 km highway project includes a four lane divided highway, five interchanges, extensive drainage systems, and utility relocations. The geotechnical challenges on this project were significant as the area is characterized by peat layers over river delta deposits, leading to the need to preload virtually the entire alignment to minimize settlement. He coordinated the design team throughout a five phase design development process, interacted with the Construction Joint Venture's engineers and estimators, and was the lead for development of the design and construction section of the Technical Proposal. The team was selected by BCMOTi as the successful proponent in May 2010.

SR 202L (Santan) Design/Build, Gilbert Road to I-10, Chandler, AZ

(ADOT): As traffic discipline leader, responsible for signing, pavement markings and maintenance of traffic (MOT) for this \$85 million design/build project to add east- and west-bound HOV lanes on SR 202L and to construct direct HOV connector ramps between I-10 and SR 202L and SR 101L and SR 202L. A key element of the MOT for the project was creation of a temporary contra-flow detour on SR 202L at SR 101L to shift EB and WB traffic to the south side to allow unimpeded overhead construction on the north side of the interchange.

SR 500/Thurston Way Traffic Interchange Design/Build, Vancouver, WA (WSDOT): As project engineer, responsible for illumination, traffic signals, and surveillance, control and driver information (SC&DI) for this \$23 million design-build project. For WSDOT's first design-build project, the existing at-grade intersection was reconstructed to be a signalized single-point urban interchange (SPUI). Reconstruction includes construction of new ramps, reconstruction of existing ramps at the SR 500/Andressen Road interchange, new lighting and provision of SC&DI elements including ramp metering, mainline detection, a closed-circuit television camera, and a variable message sign.

US 60 Design/Build General Consultant, Tempe and Mesa, AZ (ADOT): Served as lighting discipline editor and review leader for this \$260 million design-build project, the purpose of which was to improve safety and alleviate current and projected traffic congestion by adding high occupancy vehicle, general purpose, and auxiliary lanes on US 60. Key aspects of the contract included collecting data (i.e., survey, geotechnical, existing facilities, and utilities), developing a bid package for the design-build contract; coordination with ADOT services, agencies, and utility companies; resolving issues and clearances, such as environmental, right-of-way, utilities and railroads; and performing oversight activities.

Presidio Parkway, San Francisco, CA (Globalvia – FCC/Caltrans): Assisted in preparing operations and maintenance (O&M) plan for the \$350 million Presidio Parkway Public Private Partnership project in San Francisco, CA. This project included realignment of Doyle Drive through the Presidio National Park, depressing the road and adding several cut and cover tunnels and new interchanges. As part of the technical proposal, AZTEC developed the O&M Plan and developed estimates of cost for inclusion in the concessionaire's technical proposal.

US 36 Phase 2 PPP, Jefferson And Boulder Counties, Colorado (CDOT HPTE, Cintra/Ferrovial): Design manager for the tender design services for construction of 5.2 miles of new managed lanes along US 36 from 88th Street to Foothills Parkway. The \$130 million project included widening of the highway to allow for the new managed lanes, improvements to drainage, bridge replacements and widening, a new Directional Diamond Interchange at McCaslin Boulevard, provision of a new bike path with underpasses, drainage improvements, lighting and ITS.

Miguel A. Barranco

O&M Manager

Autopista Monterrey-Salttillo S.A (ISOLUX)

Education

Unidad Profesional Interdisciplinaria de Ingeniería y Ciencias Sociales y Administrativas, Instituto Politécnico Nacional, Mexico D.F (México)

Registrations/licenses

Transportation Engineer
Mexico 2115887

Years of experience: 20

Years with current firm: 4

References:

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Miguel is a professional with over 20 years of experience related to road and highways Operation and Maintenance. He has been working in the Saltillo-Monterrey highway as O&M Manager since 2009. He was appointed to organize the O&M department 4 months before the road started into operations. Previously he had worked for 15 years for PINFRA (and its subsidiaries), one of the biggest toll road promoters and operators in Mexico. He has developed his entire professional career in the operation and maintenance of roads and highways, starting as an assistant in 1994 and working as supervisor, coordinator and deputy manager until he was promoted to O&M manager. This gives him the ability to understand perfectly any challenge of the O&M activities. During his years in PINFRA he was directly involved as a coordinator in the O&M of the “Peñon-Textcoco” toll highway (4 lanes-10 miles) and several segments of the Toluca-Mexico toll highway; “Ecatepec-Pirámides” (4 lanes-14 miles), “La venta-Chamapa” (4 lanes-7 miles) “Chamapa-Lechería” (4 lanes- 17 miles) “México-Marquesa” (4 lanes- 14 miles). His optimal performance developing these tasks, he was promoted to O&M Deputy Manager and finally to O&M Manager.

For the Project, he will be responsible for managing all the aspects related to the highway operation and maintenance and leading and managing the O&M team. He will make sure that the toll road fulfills all the PPA requirements. As mentioned before he has a proven track record of experience in the field.

Monterrey-Salttillo Toll Highway and Saltillo Northwest Bypass, Mexico. O&M Manager since May 2009. The 59 miles of this Greenfield toll concession include 31 miles of the 4 lane Saltillo–Monterrey highway and 28 miles of the 2-lanes Saltillo Northwest Bypass. Current AADT is around 6,500 vehicles. The project was awarded to Isolux in 2006 under a DBFOM format, and the concession company, consisting of Isolux as only equity member, entered into a PPA with the Secretaría de Comunicaciones y Transportes of Mexico the same year. The project began partial operations on October 2009 with the opening of the Saltillo Monterrey toll highway and was completely opened to traffic in November 2012.

Operation and maintenance works are being self-performed by the concessionaire led by Miguel, which has almost 100 people under his orders and an annual budget of \$4.5 million. Several months before the opening of the Saltillo-Monterrey highway in October 2009, Miguel was engaged in order start-up the O&M department of the concessionaire. During these 4 months, he

hired the best professionals amongst the local market in order to have a team ready to go once the highway opened to traffic.

Luis J. de Leon

Quality Manager

Autopista Monterrey-Salttillo S.A (ISOLUX)

Education

Chemical Engineer, Instituto Politécnico Nacional, Mexico D.F (México)

Years of experience: 25

Years with current firm: 3

References:

CAMS

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Luis J. de Leon will undertake the role of Quality Manager. He will be responsible for the control of quality and the implementation and operation of the Project's quality systems and if he will have the capacity to stop the works if he considers it appropriate. Active throughout the project, he will develop and enforce procedures, conduct audits, and impose corrective actions that ensure all phases of the project adhere to the Quality Management Plan, standard operating procedures, and the requirements of the PPA. He will operate independently of our project manager and other sub-organization managers to ensure that quality is not compromised due to production demands of other sub-organizations. Luis J. de Leon will communicate regularly with Jose R. Ballesteros and Carlos Ursua informing them of quality conformance and facilitating continuous improvement. Luis has been developing this task since 2010 in the Isolux DBFOM Monterrey Saltillo project in Mexico. Previously he worked in different companies as ISO standards coordinator and responsible of its implementation.

Monterrey-Salttillo Toll Highway and Saltillo Northwest Bypass, Mexico. Quality Manager since April 2010. The 59 miles of this Greenfield toll concession include 31 miles of the 4 lane Saltillo–Monterrey highway and 28 miles of the 2-lanes Saltillo Northwest Bypass. Current AADT is around 6,500 vehicles. The project was awarded to Isolux in 2006 under a DBFOM format, and the concession company, consisting of Isolux as only equity member, entered into a PPA with the Secretaría de Comunicaciones y Transportes of Mexico the same year. The project began partial operations on October 2009 with the opening of the Saltillo Monterrey toll highway and was completely opened to traffic in November 2012.

Luis has been the quality manager for this \$286 million project since April 2010, combining the control of quality and the implementation of the Project's quality systems for both the operations and construction activities.